
EUROPEAN NEWS
'Social Democrat' reformer picked as Hungarian PM


Car adverts to drop speed claims.
or conge cinam imata

|  |  | cfil |
| :---: | :---: | :---: |
| rters have agreed ander | 11,000 road deaths this year, | The carma |
| to stop advertising how fast | European |  |
| code | coumtry for motoritg. |  |
| n earlier advertisisig 5 | announced a number of meat | ing divers comauct |
|  |  | medical speciaisists b |
| 1298, , follows a savage increase |  |  |
| 15 |  |  |
| years | me |  |
| the first | Vehicles. Mr Michel Rocard, | licity campeigos. In adidition, |
| $\begin{aligned} & \text { wis the no } \\ & \text { se } \\ & \hline 10 \end{aligned}$ | the Prime Mmister, has also |  |
| the number of deaths cirmbed | be | acteristics of their vehicles |
|  |  |  |
| nt | constments who have | taxy |

## French warning on disarmament

|  |
| :---: |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |


|  |  |
| :---: | :---: |
| watumemid | 込 |
|  |  |
|  |  |
|  |  |
| R | Eupas |
|  |  |
|  |  |

Start treaty 'can be reached in a year'
 have made good progress
towards the ooncluslon of a
strateglc arms reduction
 General William Burns. Dire
tor of the US Arms Contru
and Disarmament Agency
said in London yesterdey. However, General Burns
conoedod that ther wers still
 by the problem of whether
mobile pand.based milssiles
should be permitted, how to

## Many hurdles confront single

|  |  | The request was reportedy |
| :---: | :---: | :---: |
| $\begin{aligned} & \text { siles (SLCM, and coumting } \\ & \text { es for air- } 1 \text { annched croise } \end{aligned}$ | fuet | mix |
|  |  |  |
| veriflcation. | Moscow yet glven an arc | they mere discovered attempt- |
| al |  | ing to samugde an lramian enit |
|  |  |  |
| ble vert |  |  |
|  |  |  |
| not been possible etitb |  |  |
|  |  |  |
| hed Mritr | mance |  |
|  |  | $\left.\right\|_{1 \pi} ^{200}$ |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |






## $£ 115 \mathrm{~m}$ is missing in Greek bank scandal








Soviet managers resist pressure for industrial democracy


## Yugoslavia awaits critical

 decisions on Kosovo crisis
## zy Jucy Dempery in Beigrade



Iran asks Turk envoys to leave | By Jm'E |
| :--- |
| Ankara |





Swedes plan sharp cut in marginal tax rates


## A policeman' lot is such a

 lot is suchsilly one
Intinutian


## EC seeks way to free world

 trade in textiles
## By wimm Dostitat in Buruale

|  |  |
| :---: | :---: |
|  |  |
| \％${ }^{\text {a }}$ |  |
|  |  |
|  |  |
| amidy | 5jumb |
|  |  |
| 发 | \％ |
| － |  |
| Sint |  |
|  |  |
|  |  |
|  |  |

## Anakara narrows field for air defence contract <br> By Jim Poasemen in Andare      Defence Industry Development Administration DNA，siaid   space is among three other rejected bidderes． Thume contract poimis pait of． Turkey＇s drive to found a




Bravil lifts ban on 1，250 items


 But the slow pace of the



 yyoan tese been put．back by by









 products were systematicallil
 The real
share issue．

Want to capleallse or a different share ksue？ Seeking more substandal dividendit？
Look no further than Chrtsten Alds＇s Real

## hare issure

Our shares today bring no financtil profics
but come with no risk and offer an exactions
long－term livestiment in people You can be
secure in the knowiledge tixt your money ts going towardsia farter share fore
6 millonciculdiren who will ocherwise die of
diartioeathis your，
more than half of the Thisd Worddfifarmers
who have no knd to griow foon，
women who have to walk mules for water thats not even fit to drnk

Your hivestrment $k$ needed urgindy to


## WORLD TRADE NEWS

## Japan anticipates a hot seat at Gatt

Ian Rodger reports on tensions building before the Montreal negotiations begin

|  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
| 隹 |  |  |  | cis |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

## SIEMENS

## It can print 10 pages before you can count to three <br> With a printing speed of 21,000

 lines a minute，the top－of－the－range Siemens las
standards．
And it＇s extraordinarily flexible． Every page can differ，from a word to an ntirely new format．
Its combination of technical exce Siemens communications products and systems－computers，laser and ink－jet
printers，telex，facsimile machines and printers，telex，facsimile machines and Telecommunications Group－PABX and elephone network systems．
And only Siemens has them all ready for demonstration and delivery at the Consultancy Centre in Fetham， Siem．
Siemens is one of the world＇s argest and most innovative electrical
and electronics companies，with a clear commitment to providing a consistently high standard of service
to．our customers． Our customers．
For further information on Siemens the UK．＇
Siemens Limited
Office Systerns
St Catherine＇s House， 2 Hanworth Road
Feltham
Telophone： 093278569


Innovation
Technology
Quality
Siemens

## Quebec rallies to Mulroney's call

David Owen looks at how Canada's Prime Minister came back from possible defeat


## Victory makes way for fight on nuclear submarines




Enough to gladden Adam Smith





Canadians spared bitter backdrop to Montreal talks


## OTHER AMERICAN NEWS

## Arafat says US has agreed to issue visa for address to UN



Peru awaits austerity plan in Lima
 be countrys ncw economit


 men and union leadersse

 Mr Valenen Pacho, the sec



| undue Amerivan inflaence that US room for diplomattic manoeurre was minmited rounding the fiture compost and the transition to the Bush administration, where $\frac{\mathrm{MI}}{\mathrm{Mr}}$ George Shultz as secretary of State$\qquad$ adviser to Mr Aratat, briefing reporters in Cairo. predicted Hon win start to pave the wayfor the international conference [an the MIddrle East] in nept members of the Secturity Council, in particular with the having contacts with the ELIO. Esariier yesternay, at a Pales Arafot criticised the, 08 |
| :---: |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |



Miners' talks end in stalemate




Bush 'ready to appoint Tower as Secretary of Defence'



$\qquad$











$\qquad$
byy state calls in Bhutto and rival


## OVERSEAS NEWS

## Saudi Arabia builds defence of the realm

Soviet presence in the Red Sea has prompted a security review, reports Robin Allen


## Vietnam 'has no troops in Laos'






## $10 \%$ Thai growth rate




However you turn it, communication implies completing the circle Helping people, hardware and information work together Bridging the gap by providing the vital link. The vital link of leading edge technology from AT\&T Bell Laboratories, inventor of the transistor, the laser and the solar cell. An organization with 30,000 patents and seven Nobel prizewinners to its name Now development laboratories and manufacuring plants in six European centres bring this knowledge to new customers. Helping AT\&T Network Systems International provide toral network systems that meet the needs of people in tomorrow's Europe, the Middle and Far East, North Africa and the Americas. AT\&T NETWORK SYSTEMS INIERNATIONAL BV, P.O. BOX 1168 , 1200 BD Hilversum, The Netherlands.


## SOME THINGS EVEN <br> GREAT ADVERTISING CAN'T IMPROVE ON.

- Hawke agrees joint defence accord with US





## 

 き
## S Korea provides a cautionary tale for US insurer

Maggie Ford discovers why Alico found itself cancelling policies it issued in a newly-opened market



WITH THE NEW GAYOH HP4B35 YOU GAN MAYE PEOPLE READ ALMOST ALYTHING.

 you would d
Not a fate that will ever befall a
copy for tom the
Canon PM8355.
 proves only too well.
You see as well as reliably

 Fhearst it's a thousand pounds And second, thanks to Canon's tre kind of features that could even make on evening with Mr. Higen
bottom seem atractiv. For example, it can highllght as
 It has the focility to stamp hformation". confidendial: or "copy" or atew heile worrsis of your own It can pint the time., the date and
a page number on every copy. It ean reporoue photographs And it even has an optional you use as many as four colours on a
single cony. II alt Intat sounds complicted on Iss I Stustions appoar in plain EngAnd the paper simply yrops into a Makigg the task that much simpler
and the mechine more compact If y yu want to find out more about

 Atter all, if it can spice up an evenings discussion on the dewey
system, imaghe what $t$ t could do for
you ,
 Position
ype of Business
Address

## IF

ANYONE

## The Outlook for Oil <br> London， 5 \＆ 6 December 1988

Among the speakers addressing the most important FT oil conference of recent years are：

H ESheikh Ali Khalifa Al－Saboh Minister of Oil．Kuwait

Dr James Schlesinger
Counsellor．The Center for Strategic \＆ Intemational Studies Former Secretary of Defense \＆Energy，USA

Mr Charies J DiBona President \＆／Chief Executive Officer

## Dr Jim Walker

Energy Economist
Mr Michael Unsworth
Director，Oill Research
Mr Graham Heame
Chief Executive
Enterprise Oil pic
Wr Peter D Gaffney
Senior Partner
Gaffney，Cline \＆
Mrian Seymour
Editor Middle East Economic Survey

HE Mr Issam Al－Chalabi Minister of Oil，Iraq

股r Robert B Horton
Managing Direccor
British Petroleum Compary pla
Chairman，BP America Inc
Mr Ted White
Chairman
The PEL Group
Dr Michael Welland Manager，Exploration Planning
Arco Intemational Oil \＆Gas Company

Dr Frank Schmidt Managing Director

Mr Bart Collins
Director Petroleum Price Monitors Limited：
Mr Andrew Gowers
Middle East Edito
Middie East Edint

Financitala ITmes Contorence Organisation



## Shell places

N．Sea oil development contracts By Max Wilkinson，
Resources Editor SHELiL UK annouriced esterday． 3 mat contracts for


 nated to contan some 158n
barrels of oill with recoverable
nerrves of some som harils


 earby production platiform


 to the nearby Dunitin platform
where then oil will be pro The Feld，which is in mile
noirtheast of the Sultom Voe
oil terminal tin Shetland，is oil terminal in Shetiand，is and associatted gas at the the on
of 1990 ． Production is expected


The contracts announced

 north of Rygiand and scothand：
The contracts were awarded to：
Cameron Iron Works，Leeds， Press Orshore，Wallend，FSSL
in London and Aberdeenshire， British Steel and McDernotts
Otfshore，Aberdeen
An out－of－court settle－ ment bas been agreed in a
mong and
longroning dispute between



nal have been in dispute ove
nhe trint tine conspuction
Sullom Voe began in x974．

## UK NEWS

 By Nick Garmiet．
## 

 the rosprect of a shit in




## trici ajpro leatit station satio ups and



## The Outlook <br> forOil

$\square$ Prease send me further details

A FINANCIAL TIMES A FINANCIALTI
INTERNATIONA
CONFERENCE
$\square$

## Cross－border link－ups forecast for power equipment makers

ditive business also

Docks site finds $\boldsymbol{£ 3 4 m}$ buyer




Dockisnds as a comimercial Weatizerall noted that the the ciwo miles sto the east of


 Road and East ．Indiamerncal
Road to the north of the Isleo $\underset{\substack{\text { Rood } \\ \text { Doos } \\ \text { It }}}{\substack{\text { in }}}$
oogs
Iven bell beved that their widders for the site，with
 bud was sibisinat that LETTS
that of the innner．





TO THINK SOME PEOPLE STILL SEE WALES AS A BACKWATER．

\％ $\mathcal{L}=6$ These are the swift waters of the －Menai straits．And here youl find Merdin．One of the most advanced rentotely perated vehicles ever developed．Able to dive to 200 ft ．Merlin can observe pipelines，bridge structures and archaeological sites without the risk and cost of sending down a diver． Leaving the operator sate and dry on the surface，watching the video screen．Platinim Industries，the company who developed this sophisticated piece of electronic wizardrysare quite remarkable too．Two years ago Merif was just a dream．Yet today they＇re receiving． orders from all over the world of course they had the advantage of detailed technical upport from tocal universities like Bangor And invaluable expertise provided by the electronic industries in Wales．Not forgetting We Weish Development Agency who，as majo partners，provided financial assistance， echnical support factory space and marketing advice So it youre ever thinking：about a new location for your business，give Jil Leyshon a call at the Welsh Development Agency on（0222）222666．And find
BRAVENEW

Italian shareholder says debts worse than expected Lawyers agree Super Channel put under
court administration



## Minister agrees to

 conciliation service in nurses' pay row By John Gapper, Labour C MR Kenneth Clarke, the responded to a joint intiativefrom health unions to break
the deadtock in the fispane
ter over nurses' regrading by
argeeing to the Involvement of
the concition sen
Mr Clarke said thet Acas
 allow negotiators on the man-
agement site to ivitito sur
gestions from Acas on how the gestions from Acas on how the
dispute could.
However resolved he ruide out talks on
 bis res




Dons to vote on boycott of examinations By Davld Thomas,
Education Correspondent ONVERRSITY LECTURERS are

 amerite as a a difocult set The empon pisalilico obivecting to the emplojert propocele to ere AUT notion this as a more





 It has soighta eostoflivin Oor 1989700 , phech was nned Decision Makers LEd Does the Queen's speech affect youi?

 Lendon S16F


UK to call environment conference By John Hunt, Environment
Correspondent BRITANy is to call an
international conterence, to
to
ind
 hil be invited to discuss funepletion of the ozoone 1ayer.
The oanference, to be held in


 Cnment proposamis founce stricter ontroi over mpor min hazard
ons wast fto the UK....
The announcements are a continnation of the Governmear programme to convince
he. puhtict that it takige
hation to combat enviroiment There has been international ause is :believed to prine the canreased use of chatorianoron foams.
such chemicals have a long
afe in the upper atmosphere und retuce oromen, thurs allowe fing more iltrativolet radiation
to reach the earth's sarface to reach the earth's sarface
arid cause a popential balth Heritatin has signed the Mon-
treal. Protocol for halving ozono-depleting chemicals by
Leg t Lort Caithness has said that Bitrain would like to see a
reancetion wo at least 85 pex
cent:as soon as possibile.

basis for Piper Alpha settlement

## By lan Hamnilton Fazey, Northern Correspondent









 Nectims. Mr Rodger Pannone
sadd that Occidental han nego
tiated with sensitivity and





## ICI flexible work plan seeks end to staff demarcations

## y Charies Leadbeater, Labour Editor

| ${ }_{\text {che }}$ |  |  |
| :---: | :---: | :---: |
| Industries, Britain's largest chemical company, is planning | year. Talks win a small group |  |
| most radital changes to lis | under way for the past year, |  |
| rking practices $\sin$ |  |  |
| roduced its present we |  |  |
| paid staf |  |  |
|  |  |  |
|  |  |  |
| parcation lines between iif. |  | also include the phased intro- |
|  |  |  |
|  |  |  |
| who are mainly manual work- |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
| wites on Tesside in the |  | Harmonisation could also |
|  |  |  |
| north-west and Scotland |  |  |
|  | ween different groups s. The agreement was | -collar workers one investment, |

Judge rules out plea on RUC evidence
$\begin{array}{lll}\text { A CORONER } & \text { holding } \\ \text { an } & \text { Ireland Might Court in Belcast } & \text { admit the officers' statements. } \\ \text { The jadge said that while }\end{array}$





FROM E10.995 TO E24.195? THE 900 SERIES.


FROM E14.895 TO E25.695? THE 9OOO SERIES


FROM E15,495 TOE26.495? THECD SERIES.

FOR A TEST DRIVE RING 0800626556.
SAAE


Teaching taster courses By David Thomas, Edu
THE GOVERNMENT
launching a national launching a national pro-
grammee of
intronuctory courses for people in mioc-ca-
reer who are considering
changing jobs to become teacherst The programme, which is
being mounted with the snp-


|  |
| :---: |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

Thatcher takes Swedish lesson in bureaucracy
Robert Taylor on a model for change at Whitehall


## $\stackrel{\text { Pr }}{\text { Pat }}$

ADVERTISEMENT

## FINANCIAL FOCUS ON SOUTH AFRICA

## The world must assess the sanctions damage being inflicted on SA



|  |
| :---: |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

Glaxo joins Chinese government in asthma drug venture

## arpath meran

## Employers 'widening range of perks offered to office staff



## POLITICAL ANALYSIS

## Pace maintained

## MI5 move doubts













Sceptical would tike to see the
bintincture provisons for mome







Other legislation promised in the Queen's Speech

electricity water, and tith
Bus Group: and on
locas authority spending:
and employment. Furtior




 dren
dens
abus

 eporbe:Paige 14

## Opting out moves north of the border

COTtISH EDUCATION

|  |  |  |
| :---: | :---: | :---: |
|  |  |  |
| Her |  |  |
| 隹 |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
| Soill |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

Turnstiles
to tackle
hooligans


What. seems to have per-
suaded the Goverrumet to
take artion was the violence at
the Emone take ection was the violence at
the European Camapionships
in Wets Geruany tant summer.
Scenes of chanting skinheads Mind



 1988687 season compar
51 two jears eariler.


prótection of the child
Legal reform for

## care of children

THE Conㅌusivg and prodinen for the cre and

 Somen poribigan im be pill


 and

 nserting eards into turn-
stiles will inevitably dela


 supporter will be discouraged
fromem memerisbip-aly
schemes, leaving the fiteld
 Violent) supporters. The resuit
will be smpiner crown but it-
tie reduction in violence He reduction in violence
Many believe that foothal hoo aily enism is a broader
social problem, and that dot
side a footban ground a hooliside a foothan ground a hoo
gan is indistinguishble from
asocalled lyager loatt. These arguments have not
swayed tbe Goveriment whitect is dissatistide withent
ball's resposse to hooliganism bairs response to nooigamism
A partal membership scheme
was adopted after the Heysel
Hat tragedy in 1985 , hot clnbs
have had difichitit persuacoing
supporters to join
Philip Coggan

N.IRELAND

Acting against
terror

darly oppose the provision for
ecrlusion and detention with
Thitiare. is, bowever. widc.

 from legitimate businesses is
estimater to raise aboot 54 in
year for the
RRA. The propos

 tions to set aside contractual
or confidentiality obligations
and disclose saspicions aboot ands deposited with them
The new measure reducing
emission, announced by Mrirs

 ove was required to cat
down the "siguinant propor-
ionn of those released wbo cecomnit terrorist offences.
Ahons one-rifth of those
released in 1984 after serving released in in 18s after serving
fixed terrorist offence were
found to have committed sival.
lar offences within the followThe move was condemned
T Mr $\operatorname{Meaman}$ Malulon. MP for
he predominantly Catholic
 cal debate in the province on he prisons.
Mr Mallon expressed similar
concerss abont goverimentrs concerns abont government's
other newn anti-terrorist mead
sures. nuder which elected
local conncillors would be ocal conncillors wowld be
bliged ot sisn a declaration
lenouncing violence on taking office.
catinn Fein thas already indi-
that counciliors will



 noral snpport for the
theng and
ming the Catholic minority
 nstititions and reassnre
nionistso ond
combat vilencemmitment

## VENTURE CAPITAI

The Financial Times proposes to publish a Survey on the above on
Wednesday, 30th November 1988
For a full editorial synopsis and advertisement details, please contact:
Tim Davis
on 01-248-8000 ext 4181
or write to him at:

> 3racken House, 10 Cannon Street London EC4P 4BY.
finactammis

PRIVATISATION: ELECTRICITY

## Many vital questions waiting for answers



## PRIVATISATION: WATER

## Fierce debates expected over bill's provisions

##  <br>  <br> will jinevitably around 6,000.it <br> 

Crusade
 more vigorous test follows now wrillestablished goverra-
ment traditon of discouragng
peopic from depending on they could be working. limit on mobility allowances. se3.05 a week patd to those
wbo cannot walk to help them whot cannor wan
orised transpor
ond ernment with a legislative opportunity to carty out its
intention announced by the
Chancclior in the Chanccllior in the Autumn
Satement to aboish the Treasury nuplen lisurace Fund.
Nationce 1979 the level of payer's contribution to to
fund has dectined from 18 p
cent to 5 per cent. Abolition




 idecas - such sh repiscing then aith one financed by insurance unhners in the revew.
woint paper is sinl ikely to
poins. To increose hemmentht in and anxious
 yoice in tbe service and t
improve management and effity
cicncy.

Alan Pike
reaches
climax







## Fewer working rules for women and youths

THE DEREGCLATION of the
 trade union rursued through
changes to the wages councils
for the low paid, will be taken to remove restrictions on the
cmployment of women and
youny peonte young people. $\begin{aligned} & \text { Tbe } \\ & \text { amend orvernment plans to }\end{aligned}$ or repeal most legisla:



$\qquad$

## COMPANIES LEGISLATIO

## Official clearance for bids will be quicker






## 
















\section*{| Ity |
| :--- |
| ity |
| sima |
| Inn |

 Int
affects 10
controcos:
ture wil}



$\qquad$




yen

 Hen he in oued Ambor He Gevernent fit peone mont peat of

Richard Erans

## LEOs

## To £35,000 + Benefits

Our client, a well-established international bank, currently seeks structured rears'...experience in this expanding market. A sound understanding of the needs of the smaller corporates in this sector is essential and candidates. with out the relevant experience need not apply.
Interested applicants should contact Vial Macnaughton or Mark Hart shorne on 01-831 2000 or write to them at Michael Page City, 39.41
Parker Street, London WC2B 5LH.

## Tr

Michael Page City
International Recruitment Consultants

## 

What 'leaner cats' live on across the world






## PRIVATE BANKING ACCOUNT MANAGER

We have been retained by one of the world's most prestigious Banks, an active force in the Private Banking,
sector, to introduce an accomplished and experienced banker, well versed in the provision of a first class, personal service to private clients.
The principal responsibilities of the successful candidate will be the acquisition of new clients in the UK and
the marketing of a wide range of products and services to existing and potential clients, including Portfolio Management and Investment Advice.
The ideal candidate will currently be undertaking a role of appropriate relevance and seniority and offer a
blend of enterprise, energy and diplomacy which will be fully utilised in a position affording excellent
Candidates currently earning less than $£ 30,000$ pea. are unlikely to have the required level of experience,
but salary will not be barrier in filling this appointment: Remuneration will include substantial banking GORDON BROWN \& ASSOCIATES LTD. RECRUITMENT CONSTANTS:

Gordon Brown TH FLOOR, 2 LONDON WALL BUNTINGS, LONDON ECO SPP 01-623 7801 FAX: 01-638 2738

Wallace, Smith is a specialist merchant bank based in London. Our market malang reflect the highly analytical and consulting nature of our organisation
EURO FIXED
INCOME

## ARBITRAGE

## European Economist



line with fords of equal opportunicities origin
policy.




## CAREER OPPORTUNITY - <br> U.S. EQUITY SALES

 Can you offer two or more years successful experience in selling U.S. equities to leading U.K. Institutions? established London based brokerage established London based brokeragehouse, offer an attractive opportunity within their programme of continuing expansion.
We anticipate that you will be aged between 25 and 35 with personal and professional qualities that match a challenging longer term opportunity wit Please write or telephone, in complete confidence to Christopher Beale at Christopher Beale Associates, 63 Grosvenor Street, London W1X 9DA Tel: 01-499 6901.
Christopher BEALE Associates
TOP EXFCIITVE JOBS
-NORWICH UNION FUND MANAGERS
IMITED

## INVESTMENT ANALYST

$\begin{array}{lll}\text { Norwich Union is one of the fastest growing } & \text { analytical training coupled with an enquiring } \\ \text { insurance and financicial sservices groups in the } \\ \text { mind, good communication shlllis and a hight }\end{array}$ Uk, a market leader and an equal opportunities employer
Norwich Union Fund Managers Limited, mern. The post is in Norwich, a prime location within

 vides fundamental anasysis and original
research on equitios. As a senior member of this research on equitice. As a senior member of this
team, you will hive the ppportunity to play a key role in its activities and fusure development Educated to degree level you should have at
least 3 years' relevant experience. A sound Please sead foll 0
Miss Plyl cooth.
Hear Oficice Scaiff Superintendent Norwich UJiaon Insurrance Group,
Surrey Street, Norwich, NR1 3NG.


## Manager, Human Resources c. $£ 40,000$ + beneflts

A leading international bank wishes toappointa
Managerof Human Resources. This prestigious
 executive with extensive pollicy-making
expertence in recrultment experiencein recruitentand
applytorartn Parnaby at1 croverand court, Bow Lane, London ECAM 9EH Or by telephone on
Oi-4890889. Allapplications are treated In strictest O1-4890889.
Conflidence.

CAREER
DESIGN

[^0]Mondial

## ADVANCES MANAGER

W1
c£23K + benefits We are a very successful financial and bankling services company based in the West End. Due to rapid expanstor, our Sanking Divisio Reporting to the Senlor Manager of the department you will be expected to work very much on your own initative without supervision. Duties will include all aspects of loan analysis and administration involving both meeting with customers and the monitoring of their accounts. You will also be expected to prepare Candidates should possess a banking or other professional Candifdictes sho
Interested candidates should send their full cv to: Ms JI Standfield,
Group Resources Executive Group Resources Executive

14 Fizhardinge Street-MAnCEDY PLC
14 Fithardinge Street - Manchestr Square - London WIH 9PL

## Marketing Officer for the Middle East

The Chase Manhattan Bank is Fooking for a Marketing Officer in its rapidy expanding
Pivate Barking Diviston Located in pressigious West End offices.
 the Arebian Guf Strates, marketing the Bank's extensive range of Pitvale Banking product -Fluency in working Arab


 public sectior
packege. negotable commensurate with experience together with an excollent benefits Please whin with full CV to Valer
House, Curzon Stree, London W1.

UK Corporate Finance Executive
MajorInternational Bank
Marketing


Age around 35 to 45


## A

Arthur Young Gonportie Resourcing
AMENBEROFATTRUPYOUNG INTENNATONLL

## International Fund Management

Appointments
Advertising
Also Appears
on Page 40
$c £ 35 K+$ Benefits
of four years experience of European markets gained within a leading investment management group. Excoellent marketing slills and the ability to function within a team are pre-requisites for this position.
If you match the aboive criteria and would be inverested in pursuing this opportunity further,
please contact Chates Richie on $01-8312000$ (evenings/weekends 01-675 0670) or write to Michael Page City, 39-41 Parker Street,
London WC2B 5LH.

## rr

Michael Page City
International Recruitment Consultants
London Paris Amstendam Brissels Sydrey

## Quality Control Manager

## c $£ 20,000$ + benefits

Cotswolds based
The CEG has acchieved its position within the top ten UK Building Societies
through a winning combination of traditional values, innovation and a ceaseless commitment to excellence in everything we do
One area identified as an integral aspect of the Society's future is that of Quality Control in our lending We are now seeking an experienced lending crafist staff whose job a it is to moparitor the quality of the Society's residential and commercial lending.
One of your key responsibilities will be to adopt a critical approach to the application of lending poiscy and ensure that this poikicy is property imple-
mented throughout the branch network You will also be involved in analysing and reporting on various appects of the mortuage portfolio and contributing
new thinking to the development of lending products. You are likely to be already working in the Financial Sector and you wuil have at
least 3 years broad based lending experience Youx will probably be of graduate calibre and have an accounting gualification or possibly an AB or ACBS.
It is essential that you have handson experience of reading and evaluating
 muricate your findings and opinions to Manaement coupled with chem-
qualties will be your ambition to make your mark in this progressive sodety As part of our pro-active buisiness plan to take the Society into the 1990's and
 We offer a negotiable, hishly competitive salary and beneefts, paickage.
including mortgage benefit Private Patients Plan, private health tisirance contributory pension and life assurance. Relocation assistance will be pro-
vided where necessary. For further details of this significant opportunity please wribe with full CV. to
Mr 1 Davies, Personnel Manager, Cheltenham \& Cloucester Building Societ Chettenham House Clarence Street, Cheitenham, Gloucestershire GI53 3,R.

| Fletcher Jones ltd EXECUTIVE RECRUITMENT |  |
| :---: | :---: |
| HEAD OF EUROPEAN EQUITY SALES UKBroker requiresseniorsalesperson. with proven management skills to lead existing team | to $\mathbf{£ 9 0 , 0 0 0}$ |
| UK/EUROPEAN EQUITY SALES <br> Several dients are currently expending their sales team. Minimum of eighteen mionths experience | to $£ \mathbf{7 5 , 0 0 0}$ |
| COUNTRY ANALYSTS <br> Spaim, Italy, Germany and Scaridinavia specialists required by several prestigious broking houses. | to $£ 60,000$ |
| TRAINING MANAGER Interiational bank seekshghleveleppecience, preferably wither | to $\mathbf{E 5 0 , 0 0 0}$ |
| Cry background. . |  |
| UK ECONOMIST/STRATEGIST <br> Leading internationalbrokerrequurres anexperiencedindividual to join as no. 2 | to $\pm 40,000$ |
|  <br>  |  |

FINANEIAL TTMES WEDNESDAY NOVEMBER: 23,1988
FUND MANAGEMENT OPPORTUNITIES

## Equities \& Fixed Interest

London SWI
\& Negotiable

Our client, the aspet maniagiominit subsscliary of a long established
Pportunilles exdst for nummerate and wel quallified (graduate or equivalent) tridlviduals at the

* FLMDMAMAGER *ASSISTANT FUND MANAGER * FUND MANAGEMENT TRAINEE
 or more years would be bedvanthgeous The Triimee sholld have a keen ewareness of curren In each hastance some overabees travel may berequire

MCP
mokn cixive
IIJohnstroet London WCiN 2ee.




RISK MANAGEMENT
RISK MANAGEMENT
CONSULTANT
London Up to $£ 30,000+$ Benefits

 OUR APPROACH TO RISK MANAGEMENT ond

 YOUR BACKGROUND The demanding brief for a risk management consuluant requires that
 THE REWARDS
 To apply please write enclosing a C.V. and remuneration history to
Sue PTice, MC Recruitment Flcase quote ref AS/N88/FT.
kbphe.Peat Marwick McLintock Management Consultants


## MARKET OPPORTUNITIES






 B —


Selareses wit be bithy compartive.

union midicicimio


 ices seeks position in bond
tradinglarbituge


## City

## Executive Assistant to the Managing Director £30,000 plus benefits <br> Please reply to Chartes Vallee in strict confidence 2ex quoung referencece $5775 / \sqrt{ } / \mathrm{T}$ Manashins Solls

## Economist

c£37,500 plus benefits

| Our cient is a substantial investment institution based in the City of London. Its extensive portiotios cover the prominent international markecs. In line with the increasing level of investment activity, a new been set up to provide a full service to the porfolio managers. <br> The key to the successs of the Department is the reccuitment of an experienced high profile individual who, as well as carrying out in depth economic research, will play a leading role in developing the function and training jumior staft. <br> Candldates will have a grod degree in economics plus | forties, you will possess several years' track record showing proven ability In macro and micro economic analysis most likely gained in a merchant bank stockbroking firm or similar financial/investment institution. Familiarity with current information technology in this area will be essential. <br> Important personal qualities will be excellent communication stills whth a flexible, hands on" attitude and maturity of character. <br> The competitive remuneration package will include substantial mortgage benefits after three months' service. Please witte - -in confidence - stating arrent salary to |
| :---: | :---: |
| ideally an MBA with a relevant bias. Probably aged early | Nigel Eates, ref B.3403 |
|  | MSL International (UX) Lidi, <br> 32 Aybroole Street, London WTH MLL <br>  |



An exceptional opportunity in acquisitions

|  |  |
| :---: | :---: |
| まumadizw |  |
|  |  |
| established as regional centres of the highest quality： We have an experienced and sophisticated Business Developmen | \％asiem |
| 3vemum |  |
| 5ammama | 边 |
|  |  |
|  | Nami |
|  |  |
|  |  |

## RESEARCH ASSISTANTS

## £12，000－$£ 15,000$

This prominent U．K．Merchant Bank currently seeks two experienced Research Assistants tojoin a growing team providing informationsupport
to the bank＇s corporate and business development areas in their activities worldwide．
Candidates should have a background in banking or closely associated systems use research，including experience of on－line information systems use．A good academic standard is essential and
fluency／proficiency in a European language would be advantageous．

For further details please contact Lewis Marshall on 01－236 1456， or forward a current C．V．to Marshall Mayo Associates，
49 Queen Victoria Street，London EC4V 3AE．（Fax．01－329 0096）

MARSHALL MA总AO ASSOCIATES
appointments advertising also appears on page 40


## IN YOUR VENTURE CAPITAL FUTURE

WE＇RE INVESTING



## ASSISTANT GENERAL MANAGER

The National Bank of Ras Al Khaimah United Arab Emirates
The National Bank of Ras Al Khaimah，a successful domestic bank in
the U．A．E．，invites applications for the U．A．E．，invites applications for this important position．Reporting internal audit and the retail lending activities of the bank operations，

The successful applicant will have a broad base of commercial banking expertise which will include experience gained in a Head Office or Regional Office environment．Prior experience of the Gulf area and／or
a knowledge of Arabic will be an advantage．A competitive salary and a knowledge of Arabic will be an advantage．A competitive salary and expatriate benefits commensurate with the position will be negotiated．
The successful applicant will cominence his responsibilities by March
1989． 1989.

Applications，to include a comprehensive curriculum vitae，should be addressed to The General Manager，The National Bank of Ras Al Khaimah，P．O．Box
will be held in London in mid／late December， 1988 and the UAE in

MANAGEMENT

## Are civil servants 'all managers now'?

Hazel Duffy assesses the success of mechanisms devised to measure the performance of Britain's bureaucracy





## Japanese management

## Scotching the cultural myth

By Christopher Lorenz


解解 has



\% 4 , +21 undege group of aristocrats and wealthyentio preneurs founded a company to indulge their passion for motor racing. FI.A.T.-Fabbrica Italiana Automobili Torino--grew to be a world leading diversified indus-
Fiat 1899-1989 An Italian Industrial Revolution trial group. This major exhibition traces Fiat's growth across land, sea and air from priceless early models,

23 Novembor 1988 - 37 March 1989
 to the tectinology of the '90s and beyond, reflecting the application of art and design.

FI/AT






Apricot Computers plc.. Apricot House, 111 Hagley Road, Edgbaston, Birmingham B16 8LB. Telephone: 021-456 1234
ntroducing the most significant development in computing since the PC.

The Oi Personal
Workstation - from Apricot.
Oi encompasses the
vorld's most advanced hardAnd it delivers a unique desktop computing performance computing it combines

$$
\begin{aligned}
& \text { al! the features } 0 \\
& \text { a powerful }
\end{aligned}
$$

workstation.
personal computer
and a terminal, in
one highly cost-
efficient package.
Oi brings
together true con-
nectivity across
industry standards,
backed by all the
expertise of Apricot as Britain ; eading supplier of networks. The specification alone speaks for itself

IBM PS/2 compatibility featuring 32 -bit Micro Channel Architecture (MCA), as standard.
An Ethernet interface, the world leading network. as standard.
Dual synchronous asynchronous communications channels, providing direct access to wide area networks, as standard.
Powerful and selective security access control through dedicated hardware, as
standard.
The 32-bit Intel 386 micro-
processor, delivering up to 7 MIPs of desktop processing power, as standard. On-board RAMA up to Mbytes, as standard.
Full high resolution VGA graphics, as standard. graphics, as standard.
The optional Oi software The optional Oi software nvironment also offers: Windows 386 Presentation Manager and mouse, as ivanager a
Full security system to protect all data, controlled by your personal Qi card, as standard.

A desktop communications suite, including electronic mail, erminal emulation, file transfer, elephone management and network support software, standard.


In fact, about the only thing that isn't standard abou Apricot ai is the price, starting at $£ 1,999$ :
For the Apricot Qi brochure which details all this and more just call our 24-hour Qi Hotline on 0800900900

## apricot

 A clear path
out of the
paper maze Clive Cookson reports on two of the world's most ambitious geographic information projects








## Fuel cells within one step of more efficient power generation  <br>  densities cain be boondee stranergly.     and cigncentrating on cell integrity The magnetion ylelds.  <br> 

atthic solid oxide fuel cell will be
 involved th another hightemperature
frael
This is the the molten carbenate coll This is nearer to market, perbaps only emonstration, but its operating temperature is lower, between 650 and 700
deg ced dill red heat
The molten carbonate cell has a $a$ ligThe molten cartonate cell has a liq
nid electotyte , bnt electiode of simi
Iar matterial to the solid oxide cell
 inexpensive way of castligg larg
areeas of eletrode on paper-aking
machinery This means that the cells machinery. This means that the cells
car be assemhled in larg tracks
Prospective custoners in the japa Prospective customers in the japa
nese electricity supply industry have
been running fuel cells to stacks up to been rumings fuel cells in stacks
1 metre square and 2 m deep.

David Fishlock


## AND EXPRESS.

Congratulations to Sony (UK) Lud and Express Engineering Lud for winning this year's British Quality Award.
As a 1987 winner under our previous nama, Mullerd, we know just how much dedication and hard work is involved. After all, companies have to demonstrate meesurable quality improvement throughout the preceding four years, while continuing to mest the demands of the marketplace, before they're even eligible for antry. Tha candard is so high that the award has become one of the most coveted in industry, and Sony and Express can feel justifiably proud of their success.
And as one of Sony's major component suppliers, wa are very happy to lead tha cheers.

## 鿖

Philips Componamts Ltd. Mullard House, Taringon Plsee


TELEVISION
Whose State is it anyway? Christopher Dunkley discusses the tensions between politicians and broadcasters

$T$


 The Madwoman of Chaillot


## Falstaff


#### Abstract




westminctian absey

|  |  |  |
| :---: | :---: | :---: |
|  |  |  |
| Treseryed for spectal |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  | com |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

November 18-24




 Tokyo













## SALEROOM

VC sold for charity


## IT ISTMTT JUSST THIE PEOPLE WFHO DRIVE THIE CARLTON WHHO CANPT LEAKE IT ALONE.

It's back to the drawing board for the Carlton.
No matter that it was 'Car of the Year' in 1987 and never mind that it outsells every other car in its class.

Its designers, perfectionists every one, cannot bear to keep their hands off it: And for 1989, no model has escaped their attention.

Every model gets improved in-car audio with a new range of security-coded stereo radio-cassettes, all with six speakers. (Also, an electric aerial is now standard on all saloons.)

While comfort and visibility throughout the range have been improved thanks to new trim; new fabric and redesigned, slimmer headrests.

The $L$ model now comes complete with a sliding/tiltable sunroof, power steering and a five-speed gearbox. Not to mention our famous Central Deadlocking system.

Even the much-hated 'brick through the window' method, so brutally effective against other cars, is powerless to open the door of a Carlton.

Moving up the range, the CD now has an electronic ABS antilock braking system as standard.

Combined with our unique ACT (Advanced Chassis Technology, which all Cartons have anyway) it gives you a level of driver control in emergencies that is the equal of any car on the road.

The special edition CDX model offers extra touches of
elegance, like wide-rimmed alloy wheels and veneered elm inserts on the fascia and door panels.

And, at the top of the range, the GSi 3000 gains a whole array of detail improvements including revised graphics for the trip computer and a restyled front grille.

Plus the options of air-conditioning and a micro-processorcontrolled 4-speed automatic transmission with 3 driving modes.

As a final touch, all Carlton keys now have a tiny torch in the key grip to help you unlock the car in the dark. (Useful indeed, if, like our designers, you're in the habit of burning the midnight oil.)

For more information, please call 0800555000.
If, by any chance, you can't get through, take a tip from our designers. Try, try and try again.

## THIIE TSBS PARRLTONES.




FINANCIALTIMES
BRACKEN HOUSE, CANNON STREET, LONDON EC4 P4B
Telegrams: Finantimo, London PS4. Tolex: 8854871
Telegrams: Finantimo, London PSA. Telex: 8854871


Gatt principles The symboiples importance of
 le that should at antraxt the
 usly ride (Gatt) princialies only between con a special case
with an untions
withequiled yolume of with an unequailed volume of
hilateal trade can it int com-
iortably tin a free trading sys ortably in a free trading sys, even in the ostensibly benign
orna of reegional arreements,
should not shative to the Gatt system, now位g reformed, albetit hesitat. Second and worling in a .Which Cannadi is now comm mitted to free trace, onsside


## The revolution

## continues

THE TWO most remarkabla
characteristics of the British
Gorernment since Mrs Mar. aret Thatcher's thrid

 ates the 10th annlversary or
reetrival in in there is still mo sigign
and any loss of momentum. tive programme was promised
in the Queen's Speech yster
day. following directly upon

 Houses wil ensure that its
tills get triroght Amendments
are likely to be few and Ear eetween, slice the opposition
outnumbered, divided and


Public expenditure The question, therefore, is heing restructured. There
shoulud be further heay invest
ment in education, training and research: given the comgthe proportion of nationnal
income
expenditureoted to to it it mublic
not clear whenther the neteessary
resources will be made arall.
rhble. Some of the Prime Minister's
recent speeches have led many to expect a coherent statement
of poicicy for ber protection of
the enviroment inster there
is a decclaration of pious intent. on privatisation
What is is not cear is whether
ther is antage to ther
water privatisation itself The there is any advantage to the
Water privisation itsasf The
rivers authority could have
 water companies win not be
subject to competition. The
cont of provding a compercial
and financial services infrastructura to the thd instry will
be an additional hurden on
consumers.

Question mark The privatisation of electite
ity will at least produce eompe
tition of a sort, but there is sin



 surmer.
It 1 not yet posslble to make
a complete assessment of the
 the security sevvice In priticit
ple, anyleme thet reelraises
the rules under which MI5 perates should be wen MIs
butt
to putalus of the pere promised bili
 comed as an mindependent trezg-
litory


Wimbledon's new top The roof is all but fanaly the All England Traniis club
 an amfully lon
it into
There There ere two indoor courts
at Wimbledon, wullt th the aril 1950 . The archilecture hows its age: the lighting is
deficlent and the buinding does The plan was to integrate three

 ene subsequent public enquiry, largely on the
grounds that thenew couts
wound take parking gsaee
needed during the champlon





 recurreant problem of the Biti-
sh construction indurty.
spialised components have to cialised compone
bimportid whe
ifts op roofing.


 proof Only trate companies
in the world cold msaig it
one in the US and two in West The con. The contract went to the
West Cerman Koit ruit by
man called D We Eecker man called Uwe e eecker nis phyyr. Another Germen
company, Duraskin, supplited


\section*{OBSERVER <br> |  |
| :---: |
|  |
| Jexander (Sandy) Dewhirst ps down today as chatrman $J$ Dewhirst Holdings pla, largest suppliar of mensar to Marks and Spencer:. family has a story to tell. |





Anthony Robinson talks to Aggrey Klaaste，a black newspaper editor attempting to chart a new course for anti－apartheid protest in South Africa

## Trying to stop the madness



## 





The UK taxation system How to increase the incentive to save

By Donald Franklin




## 物 LETTERS

Accounting remains confused

Ladies in livery





 Maur aurgyiderts antibl
等


＊

## Incapable of being scientific

4

登







Wood pulp decision implies a stricter test


#### Abstract

  



CATERING FOR INDIVIDUAL TASTES．．．

．．．MEANS UNDERSTANDING PEOPLE

##    <br> theri people <br>  <br>  <br> tran s phone call zuxy finc wisy

and OSUTCLIFFE
CATERING BY UNDERSTANDING PEOPLE
cur
rish

## Pretoria backs Cuban troop plan for Angola

|  |
| :---: |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |




Iran enters post war conflict of ideology
Scheherazade Daneshkhu reviews moves towards a 'more attractive' Islamic Republic


UK sets stage for water, electricity privatisation

| HE UK Government <br> sterday set the stage for its ast amhitious privatisation les yct with the announcewater and electricity indusiss legislation for 1989 . |
| :---: |
| The two bills, urveiled in the |
| nto the House of Commons |
|  |
| mat ine |
| um of the radical legislative |
|  |
|  |
|  |
| on |
|  |
|  |
|  |
|  |
|  |
|  |
| ion yesterday of when |
|  |
|  |
| Br |

shadows 16 majior bills in the oming session of parliament
ncludng ange pot measures
designed to reflect the gvem designed to reflect the govem-
 A comenal procedures crever-
ng onergers and takeovers thine an employmment bill win applying to working hoors.
The grat but
which will put the securtity sent
 years win be rublished today
by Mr Dougus Hord, the Home
Secretary.
 eader of the opposithn Labour



WORLD WEATHER


EC and US flex muscles over hormone-produced meat trade
By Dav




YOUR POINT OF VIEW IS THE ONLY WAY FOR USTO SEE THINGS.
 and problems to compete successfully with banking field Oor total groap assets in 1987 Iivals. We approciate this and as an important understand yours. Because the betier weknow your perspective the better our chances of loans necen with vital financial advice and landestank is for growth. Norddeutsche West Germany ane of the 10 largest banks in he world. It is a pabicof the top hiandred in owned by the Federal Stare of Lowser Sation nod theL Lower Sexonian Savings Bariks. These oint and several basis. Norddeutsche $l_{\text {andes- }}$
banking field Our total graop asserst in ig igin
came to 101.5 'ijlion DM With our braichin Nondon and the subsidiary in Luxembourg we have two operating bases that enable us to
look after businessinterests right on the spot


## FINANCIALTIMES

 COMPANIES\&MARKETS
## Getting curiousier and curiousier

##  Commisislon refort, as Bricgot Blicom reports, tavour with member countrits. . Pavg found 4 titie

SEC carrot and stick Anew era in international co-operation in com-
 a Exthange Comminssion tio ofier a carrot to
foreign authioribes whose help it needs to
entorce siccurties enforce securritios laws and to investigate their
inffingement A.H. Hermann reports. Pape 37

 taninen in Heisinkt examines the
expansion strategy. Pese 28

HCA agrees \$3,0bn buy-out Hosphtal Corporation of America, tha largoat
hospital chain in tue US, has agreod to a mann agement-1ed buy-out worth about \$51 a share
or $\$ 3.6 b \mathrm{af}$ after tailing to attract any hioher


Hangover for cone The Canadian business community woke up
with
hangover the morring Coleborations continued lato into the ' n 'hit as as the scalo of the
ruling Proarassive Conservatives' malority







## How to make a quick $\$ 800 \mathrm{~m}$

|  |  | cals industry, Untroyal Chemical but this has not been a suct This week's transaction with Pechiney has made Wall st | ney and head of its packaging operations. "They've have a |
| :---: | :---: | :---: | :---: |
|  |  |  |  |
| and Mr Peter May. For junk bonds have been good to them. |  |  | and there abould be good produc. |
| bustiesemen haiz only |  | rethink fts sceptlicism about Mr |  |
|  |  | no money and a few years later you make $\$ 830 \mathrm{~m}$, you have to | already plamning to expand |
|  |  |  |  |
|  |  | have a brain," said Mr Bruce Grossman, a juink bond analyst at | mature beverage can markets. |
|  |  | Kidder Peabody in New York "Their internal rate of retum will be a textbook case. | form of backward integration |
|  |  |  |  |
|  |  | Everybody agrees that the two had a great deal of luck. The | saw our entire strategy realised |
|  |  |  | $\begin{aligned} & \text { with Pechiney } \\ & \text { executive said. } \end{aligned}$ <br> What has most mpressed Wall |
|  |  | allowed them to refinance the |  |
|  |  | just when demand for metal cans was growing to absorb available | the recent market price for the common stock and, through a |
|  |  |  |  |
|  |  | capacity. Operating income soared from 8131.5 m in 1885 to | subsidiary, offering to buy out all of the junk bonds issued by Tri |
|  |  | gif to absorb the new debt for the | angle during its acquistion spree at premiums to ther heavhldis- |
|  |  | American Can operations with out a rupture. |  |
|  |  |  | haven't made out too well from |
|  |  |  | Way, or saleming up the situa- |
|  |  |  |  |
|  |  | cash out of the mature packaging b to finance other ventures. |  |
|  |  |  | and cable business, its name and |
| $\frac{7}{12}$ |  | Instead, Triangle ofilicials say |  |
|  |  | company which with 26 per cent of the metal container market in | Nateme |
|  |  |  | market for anocquisition |
|  |  | the US was an ideal candidate for takeover by a foreign company. |  |
|  |  |  | This is the great irgny of the |
|  |  |  glass and plastic container busi- |  |
|  |  | nesses, more than twice as much | diter |
|  |  | on the assets. umber one company in the packaging field," gays Mr Jean-Pierre Ergas, first executive vice-president of Pechi- | But mis soc-called pawns are now |
|  |  |  |  |
|  |  |  | Pechiney transaction, Mr Peltz and Mr May used uo outside financial adviser, Triangle says. |
|  |  |  |  |



## Abbey Life alters Lloyds merger terms

nsurer, yesterday lamanched a ts controversiol push through -inal dividend of 13.5 p . Abbey loyds Banks, maiaktarerger. tecinitith. will recommend. .a. .17p. net fiy alterations to the meergers termes
to redpop the maxumy revirined
for appiroval at a shaxaholders II a move deskgned to soothe
some investors samper at the fact





December
per conat
scheme
In
ahead did

## RHM to value brands at f678m in 1988 accounts <br>  <br> ct of certat d luanik

GrandMret
challenges
Panel in
Part
Pand
High Court

## Total buys 30\% stake in Saga

| aren Fossll in Osio |  |  |
| :---: | :---: | :---: |
| TOTAL MARIE NORSK, the | merge or co-pperate with a | two to merge. It foumdered on |
| Norwegian subsidiary of raris- | doimestic or foreign oil group | the Freuch oil company's |
| for NKr960m (si46m) a 30 per | financial positiou has built | lty stake im the merged com- |
| eant stake | since August when a Norwe- | pany, which contraste |
| cil compayy, raising is hold- | Iv-integrated Norwegian | with the view of Norwegian |
| g to 35 per cant. | companies was on | However, the aliling financial |
|  | this year became distllusio | ${ }^{\text {positions or }}$ - |
|  | about Saga's fature in the face |  |
| Aker, the | of sagging oil prices, began to | e deaal bri |
| d paid M Mrats. 5 m , or | leam neavit or the company to | potential Sapa merger, it raises |
| share, for its Saga share- | mant | duestions about how Norme. |
| The Total umit will also | profits to NKri63m praiust | de |
|  |  |  |
| ${ }^{10} \mathrm{NER}$ per cant | Mr Gerhard Heiberg, presi- | ${ }^{\text {gix }}$ |
| The surprise announcament | ing | dev |
| ame les | en Saga | for the 700m barrel Snorre oil |
| came | CFP although Mr As |  |
| Narso | dent, has fought against a | Oeien, Norway's oil and energy |
| Norge, the Norwegian |  | minister, announced his in |
| guitalne or |  | tiou to sell all or part of the |
| Pressure for Saga elther to | second failed attempt by the | in Snorre. |


| This advertisement is issued in compliance with the requirements of the Council of The (-TheStoct Exchangec) Application han been made to hec Coumcil or The Sock Exchange <br>  |  |  |
| :---: | :---: | :---: |
| Charles Church Developments ple |  |  |
| PLACING of 13,000,000 new 9.375 per cent. Cumulative Redeemable Preference Shares of $£ 1$ each at 100 p per share |  |  |
|  |  |  |
| Share Capital following implementation of the Placing |  |  |
| Anctorised |  | ${ }_{\text {Issured }}^{\text {¢ }}$ |
| $\begin{array}{r} 5,300,000 \\ 6,500,000 \end{array}$ | Ordinary Shares of 5 p each <br> 10 per cent. Convertible Redeemable | $4.319,000$ $2,000,000$ |
| 13,000,000 | 9.375 per cem. Cumulative Redeemable | 13,000,000 |
| 24,800,000 |  | 19319000 |
| Full particulars of the new 9.375 per cent Cumulative Redeemable Preference Shares of El cach are contained in the isting particulars which have been published and areavailable in the Exted Scaxistical Service Copies of the liscing particulars may be obtained during normal business hourra (Saturdays and public bolidays excecpted) up to and including 25 th November, 1988 from the Company Announcermentro Office at Thc Stovelopments ple, Charles Church Hoose, Knoll Road, Camberley, Surrey GUI 5 3TQ and Parcloys Bank PLC, Registration, P.O. Box 34, Octagon House, Gadbrook Park, Northwich, Cheahire CW9 7RD. |  |  |
|  |  |  |
| N MROTHSCHILD \& SONSLIMITED New Court, St. Swithin's Lane, London EC4P 4PU Member of The Securides Association |  |  |
| Stockbrober to the Placing. |  |  |
| 120 Moorgate, London, EC2M 6XP. Member of The Securitica Associarion |  |  |
| Dated: 23rd Nowember, 1988 |  |  |

HCA agrees to \$3.6bn buy-out by management


Charges push LTV \$1.24bn into red By Roderica Oram
In Now York


Texas Instruments seeks court ban on chip rival Br

Générale units to unveil reshape
 FABrove Vationale de



Hughes ends contract fight Huoars aicarari, a aut of and










## WILSHAW PLC

CHARRMANS INTERIM STATEMENT
Whishaw PLC is an induscrial holding compaany with subsidiaries
mading in specialist metal manufacturing, building products and distribution of engineering products.
I am pleased to report continuing growth in profirs and earnings per
share for the period. Funcial

| Francial Fightights | Halfyear io |  |  |
| :---: | :---: | :---: | :---: |
|  | 30.9.88. | ${ }^{30.9 .87}$ | Incresse |
| Profit before traxion | 701 | 519 |  |
| Earniugs per share | 0.73 p | 0.56p | 30 |
| All the operating companies performed to plan and contributed to the strong organic growth. |  |  |  |
| The Board views the second half of the year with confidence and will consider a dividend at the year end. |  |  |  |
| I look forward to reporing further progress in my annual starement. |  |  |  |
| E. Dowling |  |  |  |


| UNAUDITED INTERIM STATEMENT <br> For the half year ended 30th September 1988 |  |  |
| :---: | :---: | :---: |
| , |  |  |
|  |  |  |
| Tarnover | 7,49 | 5,637 |
| Profit before taxation Taxation | 7097) | 513) |
| Profit after taxation |  |  |
| Exuraorditary item |  | 300 200 |
| Minority interest | (9) | (5) |
| Profit atrriburable to Sharebolders | 477 | 501 |
| Earniuges per share | 0.73p | 0.56p |

notis





 21s November, 1888

## INTERNATIONAL COMPANIES AND FINANCE

d recovery after expansion rccor conpenv of imin


Japanese camera groups ahead By Statan wagatyin Tokyo
Oumprs
Opricat
 I

The National Bank of Commerce， United Republic of Tanzania

U．S．$\$ 40,000,000$
Coffee Pre－Export Finance Facility The Goviernuent of the Che Guited Repablic of Tinzanin

Arianged end Funded by
Bankers Trust Company

＊


London \& Overseas Freighters PLC

| of $11,250,000$ <br> B Preferred Ordinary shares of 25 p each at 40p per share |  |
| :---: | :---: |
|  |  |
| London \& Oversens Freighters is Fetter Lame LOndo ECCA 1 IE | Hill Samuel Bank Limived <br>  <br> 23rd November. 1988 |


|  |  |
| :---: | :---: |
| Banque Indosuez U.s. $\$ 125,00,000$ |  |
|  |  |
| Compmatuedon | Aceat Bank |


| Banque Indosuez U.S. $\$ 200,000,000$ <br> Floating Rate Notes due 1997 <br>  <br>  <br>  |  |
| :---: | :---: |
| EMankestrust |  |

CITICORP BANKING CORPORATION





## If you were able to read all these top business publications every day...

...you wouldn't need McCarthy.


VANCIAL TIMES WEDNESDAY NOVEMBER 22198
INTERNATIONAL COMPANIES AND FINANCE

## Brierley makes A\$828m bid for Woolworths

## By Chris Sherwell in Sydney

$\qquad$





- .

Losses at Krupp could come to DM100m

## py ind

## Skopbank hankers for a bigger arena

Olli Virtanen profiles a Finnish bank with an aggressive ambition to expand




Elf Aquitaine plans to cut workforce

## by Paul Betts in Paris

ELF AQUTTANE, the French Invest FFribn (5339m) over the









Commerzbank increases stake in Korean bank
$\qquad$







Vontobel sets up consultancy

## By John Wicks in Zürich

VONTOBEL HOLDANG, parent:
 organisation called EC Con-
sulting croup.
It trats work yext year from
bases in Zurich, London Düs bases in Zurich London, Düs
seldorf and
intended to ofter a a compand is is




## FLY WITH ARROWS AND ENHANCE YOUR FINANCIAL FUTURE



INTERNATIONAL COMPANIES AND FINANCE

## Novel issue for Bank of Scotland



## Klöckner

 to change
## status



ICI to invest $£ 60 \mathrm{~m}$ on plants to develop alternative to CFCs

|  |  |  |
| :---: | :---: | :---: |
|  |  |  |
| (chemital bimany is it sisend |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
| 1. cra sinit me plans for the twio. |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

Over 45,000 private investors have already discovered how to receive regular, impartial, expert advice on their money. ABSOLUTELY FREE.

Over the past few years, a new breed of private investor has emerged. You work hard for your money, and you expect your money to work hard for you. Your perspective is
international, both in business and private life. You are motivated by
capital growth, security capital growth, security
and tax efficiency. You and tax efficiency. You
seek the best professional seek the best professional
information and advice in information and advice in money. But you're not always sure where to get it. Or how. impartial it would be.

We at the Financial Times Group recognised this. But how could we put our resources at your disposal? Provide the authoritative news, information need to make more you need to make more decisions?
We assembled one of the world's strongest personal finance editorial teams -


headed up by the highly respected Peter Gartland. We gave them the full backing of the Financial Times Group.

We then asked them to
write the monthly write the monthly you the information and advice you need in clear. factual language. "Plain English, but elegantly written," we said. Finally, we decided
that if you need that information, we'd provid it, TOTALLYFREE, every month.
The answer was The International. A unique publication. For a unique reader. You. Don't miss out on the opportunity to have world wide investment information delivered free to you every month. Just complete the coupon below, and enter the exciting worid of The International. Don't miss out.

The three-engine Falcon 50 and 900 . Executive jets as safe as airliners.

Of course you could stick with comparing operating ranges, cruising speeds, usable cabin space and the soundproofing of other private jets. Which, just between us. would only again highlight the of the Falcon the world over

Bur the comparison stops there for one very simple reason. The Falcon 50 and 900 have three engines.
Use of a thirdengine positions both of these aircraft at the.very strictest leveí of safety, that imposed
on airlinersmaking overwater flights via the shortest routes This provides the aircraft with additional power always at the ready for the systems which ensure your comfort and safety.
ower factor, especially when flying vital in the

keep in mind the importance of
Objectiveng-range aircraft. Objectively speaking, the security offered by the mercial airtiners, not of other corporate jets in their class This is of course why executives prefer (unt exicon 50

Dassault Intemational

Now fymg a_-_Counory
Please reum


APPOINTMENTS

## CLOSE BROTHERS LIMITED

## BANKERS

Close Brothers, the merchant bank, is rapidly expanding its secured lending aod property development activities within
the UK. We therefore require three additinnal members ti juin the existing team. Applicants for these positions should the UK. We therefore require three additinnal members to jnin the existing team. Applicants for these positions should
be energetic. hard-working, nad highty commercial. Al members of our team are expected to participare in generating
new business, and

The specific positions we require to fill are:-
Property Banker: Graduate, aged $25-35$, with not less than 2 years development finance experience.
Serior Banker: Graduate ACA ar MBA, aged 25-35, with at least 18 months banking experience.
Jumior Banker: Aged 23 -28 with at least 18 manths' experience in a UK bank.
Salary and other benefits are negotiable, and in every case will include a significant performance related elemen
Please write with full career details to:-
$N$ S Sevenson. Director
Close Brovhers Limited
36 Great St Helen's
Close Brothers Limi
30 Great St Helen's
London ECSA $6 A P$
0



Mrs Anne Dunford,
Manager Personnel Department,
Hill Samauel Bank Limited,
100 Wood Street,
London EC2P 2AJ.
hilll SAMUEL
MERCHANT BANKERS


Appointments
Advertising

INTERNATIONAL CAPITAL MARKETS

## Japan Highway straight appeals to investors



## 




- FT INTERNATIONAL BOND SERVICE


Chicago to list futures based
$\underset{\substack{\text { rod } \\ \text { ted } \\ \text { thin }}}{ }$
erthe
of
find
fisd
US ba
the or
fums
fis ban
bise
weat
waiver affisho
ofsho
dolnars
In
excha exchan
global
the wal
be setit
cies A Excha
receive
Japan
tract
nated
nated
 Chicapo
marrily
tuonal
not exn
nita
 to be siow
as ever 70
crand
terday.
Japar's four major securi-
Hes hosese have all been active in the have all himeen aby matkets
 in trading the new products.
Hrowerer, Chicazo's stock
index fatures market sis stum index futures markett is still
neopovering fovm. he hit it tok
in last year's stock market crash Voinume has been do
bear. third to one half from la
yeal Navertheless, the CBOr and
Chichage
Exhange had arigh bopesions for Exchange had high bopes
the lamoch of tha frrmt stoc
madex futures contract sin
the crast






## Brokerage firm

 for Botswana
 Mir Grarane.
Hiflill, sald Heplins, a BDC
 Backed by the BDC. tt would
initiany hamale bonds and
promissory notes bnt would
 issue shares in the near
future.


SEC to combine carrot with stick


Inflation threat puts

## Malaysia offers country fund incentives









Novel borrowing
$\qquad$


pressure on Treasuries


## RHM stirs debate over brands valuation

Richard Waters on the food and drink company's change in accounting practice


Profits show $\mathbf{3 5 \%}$ advance to top $\mathbf{£ 1 5 6 m}$

his announcement appears as a matter of record only.

Standard Chartered Bank has established a

## MEZZANINE FUND

to enable underwriting of subordinated debt up to $£ 100,000,000$ per transaction in management buy-out and acquisition financings.

For more information call Specialist Financing Division
on 01-280 7500


## $\operatorname{cosALT}_{\text {plc }}$

RESULTS FOR YEAR ENDED 28th AUGUST 1988





Goal Petrol in $£ 19.2 \mathrm{~m}$
cash call

and








Sedgwick $£ 71 \mathrm{~m}$ near top forecasts


Betacom dials 525 m tag as CSI sells $70 \%$ stake ${ }^{\text {By }}$


## Moran 33\% downturn   2me  

Ennex sees potential for Scottish bullion mine By Kennein Gasaing Pouryini mo z gid and


Aurora says ANI offer fails to recognise its future prospects By Ray Bashford

| d |  |  |
| :---: | :---: | :---: |
| inneering company, satd yev- | f1 per cent of the | Aurora also safence that docu |
| Australian National | stake stince December last year | dends for the year will not be |
| dies, that country | the 19 | crease of 45 |
| gest engineering group, failed | ctri, the investme | d- |
| grise its present and | institution. earlier | will be not less than $\$ 5.16 \mathrm{~mm}$ - |
| a miliciv. ${ }^{\text {arded }}$ defence | Mr Nein Jones. the AM mar- | 55 per. ${ }^{\text {per }}$ cent up on tbe |
| ment, SL John hill | det | The board also raises severe |
|  | ment were "fairly consistent |  |
|  | th what we have seen in we | inse |
|  | Un |  |
| barehold | barred from prictasies 5 , mow- | hoard |
|  |  | could create tax prohlems for |
| ANM has offered 148.8p a |  | Aurora maintains |
| tive which on the ca | unions and members of the | tax problem will remsin if |

## BHH makes housing disposals









IT'S NO SURPRISE TO LEARN WE'VE HA ANOTHER RECORD YEAR

## Aspromised



## PROFITS

The further substantial increase in profits was due to improvements in almost all aspects of the Group's business

## BRANDS

The Group has included in its Balance Sheet an amount of $£ 678$ million in respect of its brands. DIVIDENDS
The directors recommend a final dividend of 7.43 pence per share on the Ordinary shares.

## OUTLOOK

Chairman, Sir Peter Reynolds, said:
${ }^{66}$ Trading profits for the first two months of the financial year are again ahead of those for the comparable period of last year and I am confident that we shall have another good year. 99

For a copy of the Annual Report, which will be published in earl, Dumber
please write to The Secretary (R), Ranks Hovis MeDougall PLC, PO Bax 178. Alma Road, Windsor, Berkstire, SL4 3ST.

n.

## Parkway launches rights to fund fresh expansion

|  |  |
| :---: | :---: |
|  |  |
|  |  |
| Hremel |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
| Cosalt profit soars to $\mathbf{£ 3 m}$ |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
| Christie Group Acquisition costs hit |  |
| $£ 2.66 \mathrm{~m}$ midway |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

## Hobson expands at midterm

| HOBSON, the USM holding | din | chased Arnew Rubber and |
| :---: | :---: | :---: |
| npany for a group involved | contributed $\mathrm{in7m}$, manufactuw | Plastics, which and seals. |
| aluminium fabrication and | The latter division com |  |
| e. yesterda | itb cluh | pre |
| eerlm pretax prote | m. At | Products, sapplier of insecti- cides, disinfectants and air |
| time. Turnover for the six |  | , |
|  |  |  |
| rose from fri.15m to so.19m. | cent. although the aim is to get | \% into the Middile East |
| trading. | $2 \mathrm{~L} 0 / 50$ balance, said Mr Plum- |  |
| instay busines | The manufacturing division | Hul Merchants, in the |
|  |  | nd confifraer to the |
| Centran Arrica, mate hous beromc |  | - |
| less significant with the | stage lighting rigs, and makes | took 12399000 (2228,000) |
| in | aluminium doors and win | f |
| frum manuacturing, said Mr | ac | a |
|  | smelts high grade waste maium and in August | final not less than last yuear's 0.5 p is forecast |

## PAISLEY HYER <br> Paisley Hyer Group PLC

£8.15 million Convertible Loan Stock issued to finance the acquisition of $27 \%$ of Stirling Group PLC
subscribed by
The Edinburgh Investment Trust PLC MMM Development Capital Limited The Standard Life Assurance Company
arranged by

## Stevenson Trust Limited

25 Alva Street, Edinburgh EH2 4PS. Tel: 031-557 0900

UK COMPANY NEWS

## Courtaulds buying US factory for $£ 4.4 \mathrm{~m}$ <br>  <br>  <br>  <br>  <br> $\stackrel{\substack{\text { ha } \\ \text { Pe } \\ \text { ke }}}{ }$ <br>  <br>   emiche ith Bardon $\mathbf{£ 8 . 3 8 m}$ buy Bardon Group bas acquired CA 

## A sense of unease at Lofs

Vanessa Houlder on the harsh choice facing its shareholders


of cait ie sill andire fre tian ichand
 YIRTC NATIONAL FTMance has
purchased Barinety Dovanney Group. insur
ci.7sm
cash.
afga
Agen
aser
asset
of
issue
Gov
ment




 GREEN PROPERTY has placed
I6m 8 per cent redeemable
coine


 GUINNESS has hought two
parcels of 250,000 of its. own


## TAKES




Interim Results 1988/89
Pre-tax profits up 17\%

Profit before tax $\quad \$ 13.5 \mathrm{~m}^{*} \quad \& 11.5 \mathrm{~m} \quad \$ 33.0 \mathrm{~m}$ $\begin{array}{llll}\text { Eamings per share } & \mathbf{1 4 . 0} \mathbf{p}^{*} & 12.1 \mathrm{p} & 34.6 \mathrm{p} \\ \text { Dividends per share } & 6.0 \mathrm{p} & 5.25 \mathrm{p} & 18.5 \mathrm{p}\end{array}$

 Comperitive markeet condivins wespeceally in Fraice.-

 Betacom

DDEFINITIONS
The taliowing definitions: apply: thrioughout this document inless the context
 the Group "Betacicom Intifnational" "Global".
"Directors"...
"Órdinary Shares": "Moclaughan Dyson
Capef Curra" " $\mathrm{Cs}{ }^{\circ}$ "the Shareholder Öfier"
"the Public Offer"
the Offers"
"the Offer Pricep" -PABX System" :. The Stock Exchanger.
 the Esop

TMETABLE FOR THE OFFERS
Record date for the Sharetioidar Offier ${ }^{\prime}$ 18th Noviember; 1988 Compleiod application forma and. $\therefore$.....
payment to be recotved by $10,00 \mathrm{~m}$ on Thursalay, 1 st Decombor, 1988 Expected date of announcement of allocations $\because$ and December, 1988

Dealings expected to pommence : $\therefore \quad \therefore \quad \therefore \quad . \quad$ 9h December, 1988
and



| TURNOVER AND PROFIT FORECASTS <br> On the basis of the assumptions set out in Part II, the Directors forecast for the year ending 31 st December, 1988 tumbver of approximately $£ 17,500,000$ and profit before taxation of not less than $£ 2,500,000$ |  |
| :---: | :---: |
| OFFER STATISTICS |  |
| Offer Price | 82 p |
| Number of Ordinary Shares in issue foilowing the Offers | 31,020,000 |
| Market capitalisation at the Offer Price | \$25,436,400 |
| Percentage of Ordinary Share capital being offered | 65.01\% |
| Eamings per Ordinary Share (note 1) | 7.43p |
| Price/earnings ratio at the Offer Price | 11.0 |
| Forecast net dividand per Ordinary Share (note 2) | 26p |
| Gross dividend yield at tha Offiar Price (note 2) | 4.2\% |

Nolos:



## 팜 DIRECTORS AND ADVISERS

| DIRECTORS | SOLICITORS TOTHE COMPANY |
| :---: | :---: |
| Dennis Malcolm Baylin | Cliftord Chance |
| (Chairman and Chief Executive) | Royex House, Addermanbury Square, |
| Erian Maurice Korel ACA (Finance Director) | London EC2V 7LD |
| Philip Reginald Thorddyke |  |
| (Sales Diractor) | SOLICTIORS TO THE OFFERS |
| Nigol Philip Salomon | Travers Smith Braithwaite |
| aphen Phill P Birch |  |
| lran Derok Pratt ACA (Non-Executive) | PRINCIPAL BANKERS |
| f Unit 12, Ponders End |  |
| Industrial Estate, Duck Leos Lane, | Glasgow Chief |
| Enfield, Middiessex En3 |  |
| $\begin{aligned} & \text { COMPANY SECRETAR } \\ & \text { REGISTEREDOFFICE } \end{aligned}$ | Glas |
| Brian Meurice Korel ACA | REGISTRAR AND |
| Undiustrial Estate Duck | TRANSFER OFFICE |
| Enfield, Middlesex EN3 7 TQ | Bank of |
| STOCKBROKERS MoCaughan Dyson Capel Cure | Registrar Department, ${ }_{26 \text { A York Place, Edinburgh EH1 } 3 \text { EY }}$ |
| (UK) Limited |  |
| 65 Holbom Viaduct, | Receming ban |
| London ECIA 2 EU | Bank of Scotlan |
| AUDITORS AND | Now lissu |
| EPORTING ACCOUNTANTS | PO |
| Peat Marwick Mcclintock Chartered | 2nd Floor, Broad Street House. |
| Accountants, 1 Puddle Dock, | 55 Old Broad Street, |
| Blackfifiars, London EC4V 3PD | London EC2P 2 HL |

## PARTI

PARTICULARS OF THE COMPANY

## - INTRODUCTION

Betacom designs, devviops and markets tilecommunication products. 1 it one


 Thiowin rearge of other ileecemmunication products:



- BACKGROUND TO THE UK

TELECOMMUNICATION MARKET



 teliephonis own mprememisest, have

 Rested and assessed by the British Apporval

 used on Mercury Communications Limited's network
E HISTORY
Betacom was estabisised as a general trating company in 1999 but with the
growth in the consumer olectronics market in tumed its aterion in the
 toom the Far East
In 1982 the
the Compen












 signiicant tuther capital exponditiure.
In August 1988, Betacom acacuired Global, a Brstol based telecommunication
 - PRODUCTS
 molunone, Eeacacot hes diversis.
Botacon's surrent tilecocommunication range includes the tollowing catogonies:-










察 MARKETING, SALES AND DISTRIBUTION
Fiaxibilty and tha ability so respond io rapidy changing markets have been






The Comparys strategy is to make volume sales. This is achived throuyh



 Betacom intemational is now also being used to devetiop the Groupts 5 versisaa


## E RESEARCH AND DEVELOPMENT

 Teatures in a maker where tochnoliogy enco proucte mnovation are auvencing


 capability by the ecquisition of Gilobal.
Gilobal


 The turction of both gilibatal and

 Ther courfitios bevieve that Global will strengthen the Group's cormipettive


## COMPETITION





## DIRECTORS

Donnis Bayyn, agod 42 is the Chaiman and CClef Executive. In 1969 he


 Grovp and is cososely mivelvod in product monvation.
 Cocourtant with. W. W. Fishor 8 Co. in 19833 and remmired in the protession untit
 Fmance Dirinctior A Apiri 11087.





 the Board of Betacomin angust 1 gege.



 lan Pratt, aged 31, is a Non-Exocutive Directio of Betaco
 Group ha has been imoved with Betacom sition his acxuistion in 1 19s7 and

SENIOR MANAGEMENT AND EMPLOYEES Paul Kenyon, aged 44 , is the tectnical managel. He pined the Compary in new products



 Seen with the Cormpary for 10 years. Senior Manngemett the Grop arrenty



 - FINANCIAL INFORMATION

Thading Fecorrd


|  | $\begin{gathered} \text { soin } \\ \text { Sont } \\ \text { Soft } \end{gathered}$ | $\begin{gathered} 300 n \\ \substack{3007 \\ 1988} \end{gathered}$ |  |  | $\begin{aligned} & \text { Sist } \\ & \hline \text { Soct } \\ & 1987 \end{aligned}$ |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Number of morth in the period | 12 | 14 | 12 | 12 | 13 |  |
| turnover | 1,858 | 3.317 | 3.979 | 5.783 | 13.355 | 12.171 |
| ss Profit | 371 | 606 | 399 | 1,426 | 3,685 | 2 |

## 

| betorasi inerese |
| :--- |
| peybel |


$\begin{array}{llllllll}\begin{array}{llllll}\text { ant raxabion } \\ \text { interest teat }\end{array} & \text { (23) } & 148 & 280 & 754 & 2,503 & 2,038\end{array}$


before Texation

 $\qquad$ $128 \xlongequal{360} \xlongequal{1,531} \xlongequal{1,162}$



 below) will put the Compan on a sumnd fina
The rise in urmover in the financial periods endod 30 th November, 1986 and


 heve beon madid in the lesst four moneths of the catendar yser and the current Gross profit margins have risen during the period tio elevel of 26.1 per cant tor 27.6 per cemt in the 13 montris endod 315 t Dececmber, 1987 wase unusual and under the current policy to mininimise expossure to currency fucituations.
During the financial period ended 31 1st December, 1887 and, particulary in,



Tumover and Profitit Freacast

 Cossed on e tax charage on the forecast Group profic

 priceleamings ratio would be 11.0 .

## Dividend

On the basis of the proft torecast tor the year ending 31st Decomber 1988 the

 been hsted for tass thin one month of the curnent youi Thy Diroctors expoct to recommend an intorim dividend of 10 ond








## E RELATIONSHIP WITH CSI

Betacom was accuirid by CSI in March 1987 but has been operated as an
eutonomous company whist thas been memberiot he cSl autuononous compary whitry thes been e momber of the cSI group.
 cemm of the isssued shaie captita ot the Company and in Prath, edincocoror of p .




## REASONS FOR THE OFFERS

One of CST's corporate objectives ie to thoat successstul operating companies as The Directors of Betacom and of csi beliove that Betacom has sestablushed
 perrate succeasstlly as a publicy listad compaeny

 stppriers sumidicumastormers.


## PROSPECTS

The Group enivey a prominent position in thi market supplyng domessu number of facctors which will provide oppartunities for the condinued acowth T the market tor domestic telephones will corminue to expand as master and - Betacom with its tax machine available earry in 1989 and e number of
 E. wthiri Betaccom's range there are products, such as the mini -switchboarc
 a growing demmand in European markots, where deregulation and
Inserahsation are hncreasing, and in other oversaes markets which have
simer miliar approval requirements to those it


## Betacom

:

PARTV
(i)




 .15 Utilmato holdiling company
The Company's unimail

Chartered Accountants

|  | Son |  | Prowem |
| :---: | :---: | :---: | :---: |
| Samb | $\stackrel{80}{8}$ |  | ${ }_{887}$ |
|  | cinco |  |  |
|  | 8.987 | 5 | $\stackrel{14,89}{ }$ |
| costmanowimoxo | (18809) | 2214 | $\bigcirc$ |
| Nocarmemest | $\bigcirc$ | $\xrightarrow{2009}$ | $\bigcirc$ |
|  | 2245 | 909 | 10.80 |
| Praminizemimumb | (19) | $\stackrel{71}{ }$ | ${ }^{10}$ |
| netesest | $\underline{2708}$ | $\underline{797}$ | $\underline{ }$ |
|  |  |  |  |
|  |  | $\underline{795}$ | $\stackrel{1074}{10,7}$ |

STATUTORY AND GENERAL INFORMATION


2. SHARE CAPITAL





















 3. PRINCIPAL SUESIDIARIES


-FORMA BALANCE SHEET




-




(v)




 (B) CSI SHAREHOLDERS







## 

(C) Betacomempioves







(6) Hoberisi icsi sherisis 7. memóranduni and articles of association






(7) Variation of fichts



(ii) Altriad


(vi) Mansteror Sheress


(i)
 Esprid wild fibiocras







(vi) ${ }^{\text {ane }}$




(B)





a) Dinecturs 1 hiverists


(a)

An

$-{ }^{2}$



- \% wizw waw
- ${ }^{2}=2$

2

(e) $A 90$ imis

(1) Execurtwo Dinctara



(9) Penstons and Cratulitios


(via) Rights to Partcipete ina Windmg $U_{\rho}$

(x) members in specit the




8. THE SHARE OPTION SCHEME
(A) Coneral
 (B) Blabiviry
 (C) Gramiof opsions


 (D) Eamings porshnaragrowtic




 100 Optanin).
wing Innts:-





(iv) the total number of new On dinary Stareses which may be made avvilable in ary ymyour




AF Prico of Ondinary Sherso


 (G) Exarctas of pottons




 (n) Castroquiverant


AlO Sthayy Sharas aloutd undor the Shari Oplion Schame will rark pari passu in all respect



 ${ }^{(1)}$ Mhe Driethons



## 9. ESOP

 Min



(C) The price payable by the Esop Tust under tin optiong retarrad in in paragraph (i)





 0. PREMISES

|  | use | Approximatataga |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  |  |  | E44,500 | ase |
|  | Head office and <br> warehouse |  |  |  |
|  |  |  | ${ }_{1} \mathbf{M a s h}$ |  |
|  |  |  |  |  |
| 42 Hull Stret | Otices, | 7,500 |  |  |


11. MATERIAL CONTRACTS



 12. WORKING CAPITAL
 13. LITIGATION
 14. Material changes

15. TAXATION











(C) Cloerance hass been obtained from the htand fevemue unders Section 707 of the Income


## 16. STAMP DUTY AND STAMP DUTY RESERVE TAX










The above conments are intended es a generad gudide tio the currere postion. Any person who is
indouta

## Betacom

17. GENERAL





 18. DOCUMENTS AVAILABLE FOR INSPECTION









## PART VI

TERMS AND CONDITIONS OF THE OFFERS















 Ean





INSTRUCTIONS FOR COMPLETNG THE PUBLLC APPLICATION FORM


## PART VII

BASIS OF ACCEPTANCE AND DEALING ARRANGEMENTS

post not letert than 3rd Fobruary, 1989
Appicants tor Orcinary Shares ars efeterred to peragraph
1801 Par



 and from the folk ${ }^{3} 3$ Castle Street Aberdien ches of Beink of Scotilend:
 St Andrew Squant, Edinburgh EH2 2 YY; 110 St Vine



Betocom
PUBLLC APPLICATION FORM
To Cannon Streat Investments PLLC., MoCaughan Dyson Capei Cire (ƯK) Limited



The Grande Arche Offices, a privileged and remarkäbly unique location in the heart of
la Defense. 35 floors of office space, a total of $\mathbf{4 0 . 0 0 0}$ square meters to be leased to companies in the service secto
Such companies will enioy the prestige of an internationally recognised address he advantages of an exceptional well-planned offices In 1989, the eyes of the world will be on the spectacular bicentennial celebrations of he Grande Arche is certain to ittract widespread media attention which will also focus on the companies which give its vitality. There is no the Grande Arche Offices will beon a par with such. internationally renowned Center and the World Trade

Center. An address with a powerfull prestige image. Arche Offices, in the centre of the new "Tefte Défense" complex, offers the impressive impact of an unusual new existing services la major shopping centre, restaurants, hotels, convention centre, etc),
and an exceptional communications network leading directly to the Grande Arche Overall purity of line sets the style for the outstandingly section. But as seeing is believing, it's well worth a visit to discover the vast lobby overlooking Paris, the superbly executed interior decor, the the young designers engaged by the AXA Group, and th uniquely practical office
spaces which are quickly easily divisible with the simple
addition of partition walls.
frus, $10 \mathrm{~m}^{2}$ storface can vary
more than $180 \mathrm{~m}^{2}$
to suit your requirements.
The Grande Arche Offices Iso feature the most
polications required in techica appications required in uitraotal autonomy vis-à-vis the nonument, and computerised management together ensu These features, and the pecial distinction conferred by the monument itself, make cotality unique location for companies in the service ector: a prestigious address

For complete information about Grande Arche Offices or to arrange for an on-site viewing, 33-1) 42.65.54.07.

## Cocoa up on reports of France/Ivory Coast deal <br> Ey George Graham in Paris and David Blackwell in London FRENCH OFFICIALS ing to Gill \& Duffus, the Lon- nnderstood to he ready to

COMMODITIES AND AGRICULTURE

## Australian iron ore strike ends

By Chris Sherwell in syd
 Anstraia are ast to resume
following a paralysing strike
by mine hy mine and port workers
lasting more tban three
weeks. weeks.
Some 1,200 mine workers
resumed afternoon atrater ens yeeteting to to
discuss an order handed down by tbe Induistrial Reletotions
Commission in Pertb on
Sunday Suncay,
nanother 1,200 at Port Hedr
land oted to resume work this Ships waiting offsbore for a expected to start loading lron
ore almont immediately,
althoued in tin athough it will take somat time
for the mime, tan per cent owned
by BHP, to production to resume its its
tonnes tonnes a day
The dispute was the most
 <br> }

WEEKLY METALS PRICES






## Iranian Minister dashes

 Opec hopes By Steven Butber in ViennaOL PRICESS soared yesteriay


P




四


## 

\section*{odd

## odd <br> 

## gone nom nem m.





 Neatral zone, which belongs
to Kuwit and Sandid Arobisa
to supplement an
and bring it tup to the Irata
anaian




 this year. inisters are onder
Thetense presture to reach an
agreement because of the


## Cat US demand spurs rise in oin shares



Abbey package revised













FINANCIAL TIMES CONFERENCES

## World Telecommunications

## 13 \& 14 December, 1988 London

Key issues to be discussed:
Developing Pattern of Regulation in World Markets
Telecommunications in Developing Countries
The Convergence of Telecommunicatlons \& Broadcasting

- Business Communications \& Data Networks
Speakers taking part include:

RTTATGS asubididiry orrie Private Capital Grour, part
of the Scaninavian
wais fin
mancial services director wras mancial services director,
Londion region or Prudential
Property Services. 1 Mr Bob Sherrard has been
appopinted enginerig direttor
at WORCSTER CONTROLT, a substdiany of BTR He joins
from the Delta Group.


 director. He was
director of the Bethish
Magaine Publishing
Corparation - The new board or SHARP Robinsom, joint managing
 Allplan. STIENCERS has appointed
Mr Mryan mariap as sales
director. He wris sales and
 a Mir Alan J. Cole has bee Eexecurivivo of WA FTER ALEXANDER, Fallirk He was
managing director, food
services Europe with
Christian Solvesen

FT UNIT TRUST INFORMATION SERVICE


FT UNIT TRUST INFORMATION SERVICE

FT UNIT TRUST INFORMATION SERVICE


FT UNIT TRUST INFORMATION SERVICE

OTHER OFFSHORE FUND


 ,inn in.

## 

## LONDON SHARE SERVICE





-

$\therefore$ PROPERTY


思

## CURRENCIES, MONEY AND CAPITAL MARKETS

## FOREIGN EXCHANGES

## Dollar continues to slide







S


CURRENCY WOVETEENTS




FINANCIAL FUTURES
Inflation fears hit US bonds
 in subd
marked trat yestedin
Bonds





$\qquad$




 "


|  |  |
| :---: | :---: |
|  |  <br>  |
|  |  |
| . <br>  |  |
|  |  |
|  |  |
|  |  |

## MONEY MARKETS

Bundesbank concern
NTERVENTION BY the West
Gerran Bundeshank on tibe
Sorime exchanees is turcaten.
Ong to fordign exchanees is turcaten-
ingto eaus problems witi
iomestic money supity





## Broker gets damages for Mareva dismissal


#### Abstract

  


WORLD STOCK MARKETS





Mease send me details about Financial Times subscription
Name
Title_-
Addre


## 12 issues free when you first subscribe to the Financial Times

When you take out your first subscription to the FT, we'll send you 12 issues free. For further information and details
s subscription rates, complete the coupon and return it to of subscriptio
Wif Brüssel
Financial Times (Europe) Ltd. D-6000 Frankfurt am Main 1 West Germany
Tel: (069) 7598-101


## Tel

FINANCIALTIMES

3 3pm prices November 22 12 wain


NEW YORK STOCK EXCHANGE COMPOSITE PRICES



家
 Eme





 Fif tix等隹的

 mwitanay

FINANCLAL TMMES WEDNESDAY NOVEMBER 231988
NYSE COMPOSITE PRICES

|  |  |
| :---: | :---: |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
| 掠 |  |
| ( - 4 |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
| 2 <br>  <br>  |  |
|  |  |
| N |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  | 9\% |
|  |  |
|  |  |

AMEX COMPOSITE PRICES

| รับทีย10 |
| :---: |
|  |
|  |
|  |
|  |
|  |
| WMIL |
|  |
|  |
| 过 |
|  |
|  |
|  |
|  |
|  |
|  |
|  |
|  |
| -2tarexty |
|  |
|  |
|  |
| ${ }^{8} \mathrm{~b}$ |
| ${ }^{\text {F }}$ |
|  |
|  |
|  |
|  |





[^0]:    TAKE YOUR CITY SKILLS - OFFSHORE
    
    
     Tunnitment, hen send four CV
    

